



**Board of
Examiners**

December 2002

Update

2002 Baldrige Award Recipients

On November 21, 2002, President George W. Bush and Commerce Secretary Donald Evans announced three recipients of the 2002 Malcolm Baldrige National Quality Award (MBNQA). For the first time in the history of the Baldrige Award, an Award recipient was named in the health care category.

The 2002 Baldrige Award recipients are Motorola Inc. Commercial, Government and Industrial Solutions Sector, Schaumburg, Illinois (manufacturing category); Branch-Smith Printing Division, Fort Worth, Texas (small business category); and SSM Health Care, St. Louis, Missouri (health care category). Two of the 2002 Award recipients also have received state quality awards: Branch-Smith Printing Division received the Texas Award for Performance Excellence in 1999, and SSM Health Care received the Missouri Quality Award in 1999.

In joining President Bush in the announcement, Secretary Evans stated, in part, "The three 2002 Baldrige Award winners are role models of world-class excellence, and they have achieved extraordinary results. The men and women of these organizations represent the highest ethical standards in public responsibility and corporate stewardship."

More information on the 2002 Baldrige Award recipients is available on our Web site at www.quality.nist.gov, or you may call 301-975-2036.

2003 Business Criteria Changes

The 2003 Criteria for Performance Excellence continue to evolve, to help business address a dynamic environment, to focus on strategy-driven performance, to consider the needs of all stakeholders, and to accommodate important changes in business needs and practices. The increasing importance of a focus on governance and ethics, the need to capitalize on knowledge assets, the need to create value for customers and the business, and the alignment of all aspects of an organization's performance management system with results measurements receive greater attention in the 2003 Criteria. In addition, the Criteria emphasize the role of organizational and personal learning and motivation as key differentiators in high-performing organizations. The Criteria continue to emphasize the central role that customers play in defining and achieving performance excellence.

Two underlying concepts framed the overall thought process that led to this year's Criteria changes. The first is the need to have a set of Criteria for "evidence-based management." The Criteria and the linkages among the Organizational Profile, Approach-Deployment Items, and Results Items have been strengthened to better provide that framework. The second is the need to have a set of Criteria that focuses on the dual challenges of "running the business" and "changing the business," to pursue current and future business success, and to focus on opportunities for innovation.

In the 2003 Business Criteria, the number of Items has been increased from 18 to 19, and the number of Areas to Address has been increased from 29 to 32. Additionally, all Criteria language has been converted to question format. Questions have been simplified to aid in understanding.

Here are just a few of the changes that have been made in the Baldrige Criteria Categories. Category 1, Leadership, now includes an increased focus on organizational governance and leadership's responsibility for the organization's legal and ethical behavior. Category 4, Measurement, Analysis, and Knowledge Management, has been given an expanded title and content to reflect the growing importance of capturing, protecting, and disseminating organizational knowledge. Category 6, Process Management, now addresses all key processes in two Items. These Items cover the organization's value creating processes and its support processes. Category 7, Business Results, now includes a separate Results Item on governance and social responsibility to encourage ongoing monitoring of these areas of importance.

If you wish to obtain a copy of the 2003 Business Criteria, please contact the Baldrige National Quality Program (BNQP) Office at 301-975-2036, or check out our Web site at www.quality.nist.gov/Business_Criteria.htm.

The 2003 Health Care Criteria for Performance Excellence and the 2003 Education Criteria for Performance Excellence are undergoing final editing as this issue goes out.

2003 Eligibility Self-Certification Process

The eligibility phase of the Baldrige Award process will be a self-certification process once again this year. Forms

and instructions for this phase of the Award process are contained in the 2003 Baldrige Award Application Forms booklet. The booklet has been revised to clarify what information must be provided by potential Award applicants when they self-certify their eligibility. In addition, a new ethics statement has been included that requires each organization's highest-ranking official to attest to the truthfulness and completeness of the Eligibility Certification Package. The rules concerning which organizations are eligible to apply for the Award remain the same.

Throughout the entire Baldrige Award process, the BNQP Office and the Baldrige Examiners rely on the information provided during the self-certification phase. If at any time during the Award cycle, the information provided is found not to support eligibility, the Program may deem the applicant ineligible for the Award. Should this occur, the applicant would no longer receive consideration for the Award but would still receive the normal feedback report.

Organizations self-certifying their eligibility for the 2003 Award are encouraged to submit their Eligibility Certification Packages as early as possible. The deadline for self-certification is April 15, 2003. Organizations submitting their Eligibility Certification Packages by March 14, 2003, are ensured a place on the Board of Examiners if they so choose. Please encourage your organization, customers, or suppliers to consider applying in 2003 and taking advantage of this opportunity. (See next article for further information.)

The BNQP Office is available to answer questions relating to the eligibility rules, the Award process, including the self-certification phase, and the completion of the required forms and documents. The 2003 Baldrige Award Application Forms booklet will be available both on-line and in hard copy starting in mid-December. The PDF version of the entire booklet and an MS Word version of the required forms for the 2003 Award cycle will be available on-line at

www.quality.nist.gov/Award_Application.htm.

To request a paper copy of the Baldrige Award Application Forms booklet, please contact BNQP via e-mail at nqp@nist.gov or by phone at 301-975-2036.

Special Opportunity for Early 2003 Eligibility Applicants to Serve as Examiners

As in 2002 and in an effort to improve organizations' understanding of the Baldrige Criteria for Performance Excellence, BNQP is offering a seat on the Board of

Examiners to a senior member of any organization that submits its Eligibility Certification Package early in the eligibility phase of the Award process. Although the official deadline for submission of Eligibility Certification Packages is April 15, this offer is limited to organizations submitting their packages no later than **March 14, 2003**.

This special offer eliminates the need for the nominees to compete for the highly sought after places on the Board of Examiners since there are only 120 slots reserved each year for new, non-returning Examiners. By participating in the Baldrige Award process, board members gain a better understanding of the Criteria for Performance Excellence, learn how leading organizations achieve performance excellence, network with some of the nation's foremost quality professionals, and bring their new knowledge back to their organizations to help with improvement efforts.

The 2003 Baldrige Award Application Forms booklet will be available in December 2002 on-line at **www.quality.nist.gov/Award_Application.htm**, or by calling 301-975-2036.

2002 Baldrige Regional Conferences

The 2002 Baldrige Regional Conferences were held in October in Fremont, California (San Francisco area), and Dearborn, Michigan (Detroit area). Over 300 representatives from the business, education, health care, and not-for-profit sectors attended the conferences to learn about the best practices of past and present Baldrige Award recipients.

The following organizations made presentations at the conferences: Clarke American Checks; Pal's Sudden Service; Chugach School District; Pearl River School District; University of Wisconsin-Stout; Dana Corporation-Spicer Driveshaft Division; KARLEE Company, Inc.; Operations Management International (OMI), Inc.; Sunny Fresh Foods; Dana Commercial Credit Corporation; Graniterock Company; and Soletron Corporation.

We would like to thank all of the Examiners and Award recipients who volunteered to be moderators and speakers at this year's conferences. In addition, we want to thank our co-sponsors: the California Council for Excellence, the Greater Memphis Association for Quality, the Iowa Quality Center, and the Michigan Quality Council. This team effort was critical to the success of the conferences, and we truly appreciate their hard work and dedication.

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Update

Award Recipient Networking Meeting Held in Minnesota

In September, representatives from nine Baldrige Award recipient organizations conducted a successful networking meeting in Bloomington, Minnesota. Hosts for the meeting were Nancy Martinson, Carol Oys, and Mary Etta Coursolle of BL. Roger Quayle of OMI served as the chair for the meeting.

The mission of the networking group is to provide an opportunity for recipients to share best practices and learn in an open and confidential forum from other recipient organizations. The networking group also serves as educators and actively promotes the Baldrige Program. The group shares practices that enable new Award recipients to quickly respond to public information requirements and provide recommendations to the BNQP regarding future Award direction.

At the day-and-a-half meeting, the group developed several projects to work on this fall and winter. These include updating the group's networking and mission statements, creating a "scorecard" set of measures that recipients could collect and share with each other, continuing to identify ways that former Award recipients could support new recipients, establishing a Web site for Award recipients, and developing a process for sharing internal assessment resources among the recipients. A final action of the group was to change its name to "BAR" (Baldrige Award Recipients).

The BAR will meet again on Sunday, March 30, 2003, the day before the start of the Quest for Excellence XV. The focus of the meeting will be to welcome new Award recipients to the group, to share the results of joint work projects, and to plan next steps.

Quest for Excellence XV

The official conference of the MBNQA, Quest for Excellence XV, will be held March 30-April 2, 2003, at the Marriott Wardman Park Hotel in Washington, D.C. This annual conference provides a forum for Award recipients to share their exceptional performance practices with worldwide leaders in business, education, health care, and not-for-profit organizations. QE XV will showcase the 2002 Baldrige Award recipients. A pre-conference workshop on the Baldrige Criteria and Self-Assessment will be offered Sunday afternoon, March 30, 2003. The workshop is free for QE XV attendees who register through March 2. After that date, there is a registration fee of \$150 if you wish to attend the workshop.

An advance registration fee of \$995 is available through March 2, 2003. Effective March 3, 2003, the registration fee will be \$1145. Team and faculty discounts are available. Requests for conference registration information should be addressed to Expo Exchange at 301-694-5243 (telephone), atd033.attendee@expocard.com (e-mail), or at www.quality.nist.gov/Quest_for_Excellence.htm (Web).

Rooms have been reserved at the Marriott Wardman Park Hotel at the special conference rate of \$203 (single or double). In order to receive this special conference rate, please reserve rooms before March 9, 2003, and be sure to mention Quest for Excellence XV. You may reserve rooms by calling the Marriott Wardman Park Hotel at 202-328-2900. If you wish to receive a conference brochure, please call the BNQP Office at 301-975-2036.

The National Institute of Standards and Technology (NIST), the American Society for Quality (ASQ), the American Society for Training and Development (ASTD), and the Association for Quality and Participation (AQP) cosponsor the conference.

2003 Examiner Application is On-line

We are currently accepting Examiner applications for the first time ever via the Internet. In early November, the 2002 Board members and other applicants should have received information that they may use to access last year's application data. These individuals may update or correct the information, accessing it as many times as necessary until they formally submit their 2003 application. They should not create a new record for their information. If you have not yet received your e-mail with this important information, please contact Pat Hilton at patricia.hilton@nist.gov.

In addition, we encourage everyone to review carefully the instructions provided in the e-mail before requesting assistance; they answer many of the common questions regarding the on-line application. Additional instructions also are provided on each page of the on-line application, and on-line technical assistance is available for Examiners simply by sending questions to clientsupport@applyyourself.com. One final caution: please be careful when entering your data. Accuracy is critical to the application process, and only you know the specific details of your knowledge and experience.

For Examiner applicants who do not wish to submit their information on-line, the PDF and Word versions

of the application will be available as in years past for downloading from our Web site at www.quality.nist.gov/Examiner_Application.htm. The Examiner application booklet will not be printed this year.

The 2003 Examiner application will be available until January 6, 2003. The on-line version of the Examiner application must be submitted by January 6, 2003, and paper copies must be postmarked no later than January 6 as well. Applications from new Examiners must include all references. Individuals who have previously served as Examiners do not need to submit references.

Put On Your Ambassador Hats: Encourage a Colleague to Join the Board!

Examiners often tell us that they first heard about joining the Board of Examiners from a colleague. Accordingly, we look to you for help in our Examiner recruitment efforts. If you know of colleagues who may meet the qualifications to be Examiners, please encourage them to apply.

As always, Category coverage and balance are important factors in maintaining a strong Board of Examiners. This year, we are actively seeking Examiners with expertise in wholesale trade, large manufacturing, finance, insurance, not-for-profit, and service. However, we always welcome applications from any qualified candidates.

To assist you in your efforts, we recently sent a recruitment message with a link to the on-line Examiner application. We encourage you to pass this message along to your colleagues. Thank you in advance for helping to spread the word about this wonderful opportunity.

Letters of Appreciation

Harry Hertz, BNQP Director, would like to write a letter of appreciation to the employer of each member of the 2002 Board of Examiners. The letter will acknowledge the Examiner's contributions and commitment as well as the employer's support for the Baldrige process. If you would like a letter of appreciation sent to someone in your organization, please send a "fax" to Jenny Davis (301-975-4967) or an e-mail (virginia.davis@nist.gov) with your name and the name, title, and complete address of the person to whom you would like Harry to write.

Examiner Ambassador Activities

The following Examiners or former Examiners reported outreach efforts between late June and early November: Nancy Askins (3), Cheryl Crawley (4), Sybil Davis, Leonard Deneault, Jonathan Fife, Kay Kendall, Ellen Kurtzman (2), and Helen Lau (2). In addition, the following Examiners (including Alumni and former Examiners) requested the portable exhibit and/or outreach materials: Nancy Askins, Biff Baker, Lori Byrd, Vern Goodwalt, Lynn Kelley, Jeff Lucas, and Lyani Valle. We thank all of these ambassadors for their outreach activities on behalf of the Program. We also wish to acknowledge Nancy Askins for her series on "Business Excellence" that began in the "Memphis Woman" magazine in October. If you have conducted outreach efforts on behalf of the program and wish to be recognized, report your activities to our Outreach and Communications Team via fax at 301-948-3716 or e-mail at nqp@nist.gov.

Update Your Contact Information for the 2002 Ceremony

We anticipate a late January 2003 date for the ceremony honoring the 2002 MBNQA recipients. All Examiners will be notified by e-mail (or fax if they do not have e-mail) as soon as we have information from the White House on the date. Please be sure to notify Jayson Diggs of any changes in your e-mail, fax, or address information. Jayson can be reached at jayson.diggs@nist.gov, 301-975-3379 (phone), or 301-948-3716 (fax).

Members of the Board of Examiners will be invited to all major events held in conjunction with the ceremony. An Examiner's spouse or friend is invited to the reception that takes place the night before the ceremony and to the Examiner recognition ceremony.

A New Look for the Baldrige Office

After a lot of planning and hard work by Management Team members Barry Diamondstone, Bonnie Haegele, and Barbara Uglik, the Baldrige staff are busy settling into brighter, newly remodeled quarters. The remodeling occurred on the fifth and sixth floors of NIST's Administration Building this summer and fall and gave the BNQP teams the opportunity to reconfigure their offices to better accommodate growth in the number of staff. In addition, the remodeling includes a space expansion of an additional half floor.

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Update

This new space will allow Management Team members Harry Hertz, Barry Diamondstone, Jenny Davis, and Bonnie Haegele to return to the same area as the rest of the Baldrige Program staff. Previously, these Management staff members had a several floor separation from the main BNQP offices. BNQP staff members are enjoying the extra space and are most appreciative to Barry, Bonnie, and Barb for the seamless transition into their new quarters!

Staff News—NIST

Ann-Marie Regan, a member of the Award Process Team, has begun a new chapter in her career as an Organizational Development Consultant at the National Naval Medical Center in Bethesda, Maryland. During her four-year tenure at BNQP, Ann-Marie has served as the project lead for the Baldrige eligibility process and Stage 3—Site Visit Review and as backup for Stage 1—Independent Review and feedback.

Ann-Marie especially has been involved with organizational development, team building, and facilitation activities. She received her master's degree in organizational development at American University while working full time at NIST. Her skills were recently recognized when she was selected to serve as a facilitator at the 4,300-participant town hall event in New York City in which community input was sought regarding future plans for the site of the former World Trade Center. At BNQP, she contributed to the strategic planning sessions in 1999 and 2000 and was a strategic direction team leader for the Baldrige initiative for balancing work and home life. In addition, she shared her academic learnings in the appreciative inquiry methodology with two BNQP home teams through facilitated sessions. Individuals on these teams identified their strengths and what worked well; they also explored ways to use their strengths more effectively. She served for three years as Baldrige representative on the NIST Diversity Advisory Board and assisted NIST's Child Care Center staff and its board of directors through the center's executive transition. Ann-Marie's positive attitude, contagious enthusiasm, and dedication to BNQP and the Award Process Team will be sorely missed.

Mark Shapiro is the newest member of the Award Process Team. Mark, who brings four years of experience with BNQP's Examiner and Staff Development Team, is happy for this opportunity to be more actively involved in the various stages of the Award process. Mark may be reached by telephone at 301-975-3621 or by e-mail at mark.shapiro@nist.gov.

Dawn Wilcox joined the Publications Management Team as a writer/editor in September 2002. She comes to the Baldrige Program after seven years with the United States Conference of Catholic Bishops, where she was a managing editor working on materials generated by the Vatican and Catholic bishops in the United States. Since the production/publication effort is done "in house," Dawn completed all phases of publications' management including text editing, photo research, permissions/contract review, design, budget preparation, and press checks.

Collaborating extensively with staff at The Catholic University, she also managed a quarterly education journal, "The Living Light," which is directed to religious teachers. In addition, Dawn began her career at the educational association The American Association of Collegiate Registrars and Admissions Officers and served as a freelance editor/minutes taker for the Division of Nursing, part of the U.S. Department of Health and Human Services. Dawn also has worked as a proofreader/editor for the Internal Revenue Service.

Off the job, Dawn's major interest is volunteer work in animal rescue. For the last two years, she has served as adoption coordinator for the Montgomery County, Maryland, SPCA's dog program and as an adoption counselor for Greyhound Welfare, which places ex-racers in forever homes. In addition to being a foster "parent" for homeless dogs, she also trains other volunteers as adoption counselors.

Dawn is originally from Connecticut, where she earned a bachelor of arts degree in English and journalism from the University of Connecticut in Storrs. Since coming to the Washington, D.C. area, she has earned a master of arts degree from George Mason University in professional writing and editing. She may be reached by telephone at 301-975-3074 or by e-mail at dawn.wilcox@nist.gov.

Update

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